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# 2023 Business Plan & Budget

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## Finance

### Prior Year Accomplishments

#### Economic Prosperity & Innovation

- Provided financial expertise and support for various projects.
- Assisted with funding applications for funding across multiple County departments providing financial data, analysis, and business cases.
- Continued to monitor and review operational results highlighting economic metrics, opportunities, and threats.

#### Sustainable Growth

- Overall, the financial health of the County continued to improve in 2022.
- New debt (construction financing) is to be assumed in 2022 as provided for within the long-term financial plan. The County's cash position continues to remain healthy, fully funding reserves and liquidity needs.
- Continued to realize improved investment yields with maturities aligned with future years' cash flow requirements.
- Expanded Asset Management software utilizing framework to incorporate tracking of time on work orders processed through the Facilities Department for enhanced costing of resources by assets and departments.
- Collaborated with the Public Works Department for updating of the Asset Management Plan for core assets in 2022 aligned with the Asset Management Policy approved in 2019.
- Comprehensive Debt Management Policy drafted and approved by Council setting framework, parameters, and thresholds for guiding future issuances of debt and strategies based on future priorities and needs as highlighted in the 10-year financial forecast.
- Multi-year Budgeting Policy drafted and approved by Council providing framework for approving, managing, amending, and reporting for Council approved multi-year budgets. Harnesses operating and capital budget details from 10-year long-term financial plan that is updated each year as part of the annual budgetary cycle linking delivery of the Strategic Plan with that of financing requirements.



- Implemented recommendations contained in the newly Council approved reserve policy and realignment of reserves to align with asset funding strategy, advance appropriate funds towards meeting stated thresholds for contingencies and unfunded liabilities.
- Completed first Treasurers Annual Development Charges Statement for the newly adopted County-wide Development Charge Background Study and Bylaw.
- Through the Northumberland Inter-Municipal Treasurers Working Group conducted a review of County tax policy with recommended changes as was approved by Council for the 2022 property taxation year.
- Implemented a new Eligible Charity Property Tax Rebate Program collaboratively through the Northumberland Inter-Municipal Treasurers Working Group.
- Established Council approved target levy and dedicated infrastructure levy increases for 2023 budget and 2024-2032 forecast under the Long-Term Financial Planning Framework.
- Led and coordinated the development of budgets and long-term plans for all County departments.
- The 2023 budget process was kept to the advanced schedule for a new term of Council approval in early 2023.
- Updated the 10-year long term financial plan including debt and reserve funding plans and forecasted balances ensuring financial capacity in future years.
- Supported the development, planning and implementation of operating department master plans and projects such as the Affordable Housing Strategy and various initiatives under it such as the Capital Incentive Program.
- Continued to work with the Housing department to conduct operational reviews for non-profit housing providers and completed annual financial reviews for the non-profit housing providers scheduled for the year.
- Continued compliance reviews of new affordable housing provincially funded projects under Contribution Agreements with the County.
- Provided financial guidance and procurement/risk expertise on various large capital projects inclusive of the Golden Plough Lodge / Northumberland Archives and Museum Redevelopment (GPL/NCAM), Elgin Park Redevelopment, and Ontario St. Affordable Housing Development.
- Facilitated CMHC draws for funding on the Elgin Park Redevelopment Housing project
- Managed and facilitated draws for construction financing from Infrastructure Ontario for the Golden Plough Lodge/NCAM Redevelopment Project and the Elgin Park Redevelopment Housing project to be converted to long-term debentures. upon project completion.



## Thriving & Inclusive Communities

- Facilitated a Budget survey jointly with the Communications Department for public budget consultation for consideration for the 2023 Budget and long-term financial plan recognizing public input as a key component in the County's budgetary processes.
- Provided financial insight and reporting to the Northumberland County Housing Corporation (NCHC).
- Assisted in various projects and undertakings with NCHC and Social Housing including advancing CMHC funding applications, reporting and delivery of the Capital Incentive Program.
- Continued to advance the shared services initiative for procurement including chairing the joint purchasing group, developing a purchasing schedule, and identifying all opportunities for joint purchasing.
- Completed numerous joint purchasing initiatives with municipal partners inclusive of providing for a piggy-back clause on applicable competitive procurements.
- Assisted and coordinated various purchasing and contractual agreements for member municipalities as requested.
- Participated with other County Departments for a Shared Services Delivery Review with an external consultant setting parameters for consistent managed services agreements.
- Drafted a Procurement Services Menu for moving forward in 2023 for the first Procurement Shared Services Agreements.
- Continued to build and maintain strong communications with all County departments and member municipalities by working routinely with member municipal staff to assist with the management of vendor issues, site meetings, bid document sharing, electronic procurement management (e.g. web advertising), procurement process management and general advice on procurement issues.
- Continue to be actively involved in groups and associations such as the Ontario Public Buyers, National Institute of Government Purchasing, MFOA, Northumberland Inter-Municipal Treasurers Working Group and the Eastern Ontario Wardens Caucus (EOWC) Treasurers.
- Jointly with Housing Department, administered various funding initiatives for rent supplement and housing allowance programs – ~130 units.
- Finance department participated in several committees and organizations including:
  - Municipal Finance Officer Association (MFOA)
  - Government Finance Officers Association (GFOA)
  - Financial Management Institute of Canada (FMI)
  - Federation of Canadian Municipalities (Asset Management Planning)
  - MCMA Collections Committee
  - Ontario Public Buyers Association
  - National Institute of Government Purchasing



- Northumberland County Treasurers Inter-Municipal Working Group
- Northumberland County Agriculture Advisory Group
- Eastern Ontario Treasurers Association
- EOWC Treasurers
- Health & Wellness Committee
- Joint Health & Safety Committee
- Risk Management Society of Canada
- Through the Finance Department the County is a participating agency in co-operative procurements with the following buying groups, public bodies, and agencies:
  - Kawartha Collaborative Purchasing Group
  - Local Authority Services (LAS)
  - Ontario Education Collaborative Marketplace (OECM)
  - Ministry of Government and Consumer Services
  - Government of Canada Public Works and Government Services
  - Mohawk Medbuy

## **Leadership in Change**

- Completed a business optimization review of accounts payable for implementing electronic workflows and automation with options to be considered for enhanced technologies and processes in 2023.
- Succession planning and staff development
  - Ongoing initiatives to support staff in pursuing education and training, Finance staff completed various courses in accounting and purchasing to further enhance the skill sets within the team
  - Staff completion of yellow and green belt LEAN training
  - Facilitated training for the Loyalist Managing and Leading in a Municipal Environment Program Finance Module to both County and participating municipal staff.
- Staff attended various professional development opportunities to continue to develop skills, build networks, and identify best practices opportunities.
- Continued to document and update standard operating procedures and policies.
- Assisted the Communications Department with providing financial data and metrics for the 9<sup>th</sup> annual Financial Report. This is a key communication tool for public transparency and accountability providing an overview of the 2021 Financial Statements, priorities and accomplishments, as well as various historical trends and overall analysis.
- Presented highlights of the 2022 budget and long-term financial plan to member municipal Councils and County staff.



- Implemented recommendation from business case derived from information contained in Service Delivery Review for restructuring of prosecutorial roles within Court Services and facilitating addition of an In-house Solicitor to the County organizational chart.
- Continued to assist member municipalities for drafting of updates to their Procurement Bylaws to incorporate legislative changes from the Canadian Free Trade Agreement (CFTA) and the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and for standardization/alignment with the County Procurement Bylaw.
- Received rebate based on purchases made under group purchasing card program.
- Monitored expenditures on a monthly and quarterly basis for each operating unit and produced timely monthly financial statements for operating departments and quarterly reporting on variances to budget to all departmental committees.
- Presented quarterly financial updates to Council in a timely fashion ensuring relevance of data for effective decision making as required.
- Provided financial updates on COVID-19 impacts and projections.
- Presented annual audited results to Council for financial position of the County and operational performance versus budget and prior year.
- Provided quarterly Council reporting for tender awards vs budget on staff-initiated purchases made within parameters of procurement authorities under bylaw.
- Prepared and submitted regular reports for various Ministries and other agencies:
  - Ontario Works,
  - Homelessness Prevention program,
  - Child Care budgets,
  - Social Housing Service Manager Annual Information Return, Rent Supplement programs,
  - Rent bank program,
  - Affordable Housing,
  - Ministry of Health and Long Term Care – Paramedic budgeting, forecasting and annual results,
  - MIS submissions for the Golden Plough Lodge,
  - Ministry of Health and Long Term Care - Golden Plough Lodge annual audited report,
  - Ministry of Municipal Affairs – Financial Information Return,
  - Non-profit housing,
  - Time-sensitive reporting to the Federal and Provincial Ministries regarding COVID-19 actual and projected expenditures, and
  - Additional ad hoc reporting
- Assisted Community and Social Services with initial stages of roll-out for the Canada-wide Early Learning and Child Care (CWELCC) system.



- Assisted in financial aspects of public-private partnership for Northumberland County Broadband initiative and new Municipal Services Corporations to facilitate governance and stewardship of funding from Federal and Provincial governments.
- Worked with other municipal partners and Provincial Ministries to broaden our ability to collect POA fines.
- Continued practice of reducing audit work by following expanded year-end processes completed 'in-house' such as the continuity schedules for financial statements, working papers, Financial Information Return, and fixed asset verification.
- Annual audit was completed with a 'clean' audit opinion.
- Continued to work closely with operating departments and insurance provider to mitigate risk. In particular, continued to see insurance and legal claims below industry averages.
- Managed approximately 70 formal tenders/RFPs.
- Supported County departments on various legal matters and legal claims acting as liaison with lawyers and ensuring risk mitigation.
- Assisted County departments for development of detailed RFP specifications for large scale construction projects such as Elgin Park Redevelopment and transportation construction.
- Processed approximately 2,200 invoices per month and issued approximately 200 cheques and 1,000 EFTs each month.

## 2023 Service Objectives & Initiatives

### Economic Prosperity & Innovation

- Provide ongoing support to Economic Development initiatives to maximize all funding, revenue, and business attraction opportunities.
- Provide financial guidance in all funding applications to maximize opportunities for securing grants, subsidies, and funding.
- Monitor changes to funding streams from upper levels of government and advise on contingencies as required.
- Monitor all economic risks throughout the year to the organization including impacts from possible inflationary pressures.
- Monitor legislative changes for opportunities and threats to the County.
- Work with Communications and all County departments to pursue possible funding opportunities.



## **Sustainable Growth**

- Ensured the ongoing collection and recording of asset management data for life cycle modeling and reporting to meet July 1, 2022 regulations for an updated asset management plan for core assets and towards completion of a full asset management plan of all assets by July 1, 2024.
- Assist Public Works Department in development of a financing strategy to expand construction program funding aligned with asset management plan for core assets.
- Continue to prepare the annual budget within the advanced timelines and enhance the overall budget process as it matures and becomes more formalized.
- Provide for a multi-year budget aligned with the newly adopted Multi-Year Budget Policy upon Council consent.
- Develop implementation plan for budgeting software, allowing integration with accounting software, automation of workflows and approvals, audit trails, scenario analysis for enhanced decision-making, improved delineation between operating and capital budgets, performance management and KPI metrics reporting.
- Complete a budget modernization review with Communication Department to ensure effective, meaningful and transparent budget documentation and public engagement.

## **Thriving & Inclusive Communities**

- Continue to assist Social Housing in roll out of the Affordable Housing Strategy and policies inclusive of the Capital Incentive Program.
- Continue to assist Community and Social Services for roll out of The Canada-wide Early Learning and Child Care (CWELCC) system.
- Continue to advance and expand the shared services initiative for procurement with member municipalities providing expertise for policies, procurement, contracting and initiation of formal managed procurement service agreements based on framework and cost recovery methodologies as established through a 3<sup>rd</sup> party Shared Services Review.
- Provide leadership and guidance to the joint purchasing group to ensure its continued success. Continue to identify all opportunities for joint purchasing and work collaboratively with member municipalities on purchasing projects in 2023.
- Continue to build and maintain strong communications with all County departments and member municipalities.
- Continue to be actively involved in groups and associations such as the Ontario Public Buyers, National Institute of Government Purchasing, MFOA and Northumberland Treasurers Inter-Municipal Working Group.



## **Leadership in Change**

- Continue to support staff training opportunities.
- Continue to cross-train positions within the Finance department for staff development and business continuity.
- Develop implementation plan based on findings from Business Optimization Review for processes related to Finance ERP system ensuring maximization of efficiencies and functionality.
- Complete a review of tax policy for guiding 2023 tax policy decisions with the Northumberland Treasurers Inter-municipal working Group.
- Jointly with the member municipalities through the Northumberland Treasurers Inter-Municipal Working Group, complete a tax assessment base review for property inaccuracies.
- Broaden formal internal cash receipts audit program for all County departments.
- Continue to conduct operational financial reviews for non-profit housing providers.
- Re-write investment policy to align with investment strategy to be developed in conjunction with the investment services provider.
- Implement improvements to the risk management process including the online tool for claims management.
- Continue to expand the scope and functionality of the purchasing system modules inclusive of contract management.
- Continue to actively work with other municipal partners and Provincial Ministries to broaden our ability to collect POA fines.
- Jointly with Legal Services transition to prosecution/administration of Part 3 fines under provincial download in POA.
- Further enhance communications to other departments and staff through the Finance webpage with more information available on processes and requirements.
- Complete the 10<sup>th</sup> annual financial information report with the Communications Department.
- Continue to provide excellent service to internal and external stakeholders.

## **Long Term Plan & Strategic Objectives**

### **Economic Prosperity & Innovation**

- Provide financial expertise and support for various projects.
- Monitor all economic factors, risks and opportunities for the County ensuring mitigation of risks and financial due diligence.





### **Sustainable Growth**

- Continue to expand use of current technology including asset management software.
- Provide timely and accurate financial information to all stakeholders.
- Implement software to support the development of annual budgets and long-term plans
- Continuous improvement of internal controls.
- Implement strategies and recommendations identified through the asset management plan
- Complete the transition of all yearend reporting from the auditors to internal staff.

### **Thriving & Inclusive Communities**

- Continue to support shared services initiatives with member municipalities and possibly other Eastern Ontario municipalities.
- Work closely with internal and community partners to provide financial expertise.

### **Leadership in Change**

- Ongoing participation in corporate training and mentoring programs.
- Continue staff training, development, and cross-training.

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## 2023 Issue Paper

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### Financial Officer

#### **Purpose**

The purpose of this Issue Paper is to present the need for an additional Financial Officer position within the Finance department. The primary role of this position would be to increase capacity within Finance to allow for adequate support for all departments at the Financial Officer level.

#### **Background**

Currently the Finance department has 1 Senior Financial Officer and 2 Financial Officers providing primary financial support to all County departments. As a result of increased demands for financial support, particularly with an expanded scope for Social Housing, Homelessness and NCHC, Finance requires additional resourcing to keep up with increased demand and current lack of capacity to meet critical mandatory tasks. These include support to departments for legislative requirements, accounting for newly established County-wide Development Charges (including requirements for updating of DC Background Studies), upper-levels of government reporting requirements for funding, supporting asset management planning and for ensuring effective business controls to safeguard assets of the County, including internal audit processes and procedures. In the past several years, Finance has seen an increased workload due to additional demands regarding;

- Social Housing Providers End of Operating Agreements/Mortgages – completion of joint financial plans with providers, etc.
- Housing Master Plan – several financial planning elements with increased workload due to financial incentives being offered to encourage new affordable housing units
- Asset Management Plan – financial planning for capital investments
- New Builds – viability analysis, pro-forma operating and capital statements and funding applications/reporting as well as supporting Major Capital Projects division at an increased level due to more capital projects being added each year. The increased number of grants that the County is applying for and being granted has resulted in a significant increase in demands related to reporting and documentation.



## Consultation/Options

In consultation with many similar municipalities, Northumberland County is the only Municipality that has one Finance individual supporting most of the Community & Social Services departments (with the exception of Early Years which currently has a dedicated contract staff due to CWELCC admin funding). Other municipalities recognize that the demands of the Ministries for all Social Services departments are too much for one individual. Most similar municipalities consulted also have a resource dedicated solely for Housing within the Finance Department.

**Option 1 - Status quo** – There are significant risks associated with this option. Finance will need to lower service levels provided to all departments and are currently facing the challenge of being unable to complete additional tasks in a timely manner. See Risk Considerations below for risks with maintaining the status quo. Given current lack of resourcing, one staff member is responsible for supporting Ontario Works, Social Housing, Homelessness, NCHC, Community Outreach, Food 4 All and Housing Capital Project accounting.

**Option 2 – Additional Financial Officer position – Preferred Option** – This option would allow staff to continue to provide a high level of service to all departments and would allow staff to respond to new requests in a timely manner. This option would also address all the Risk Considerations identified below.

## Financial Impact

The new position would be funded through an increase to the levy.

It is expected that the Financial Officer position will be evaluated in salary grade E with an annual salary of \$108,000 inclusive of benefits. It is anticipated that this position would be hired in the second half of 2023 with an estimated levy impact in 2023 of \$57,000 (includes one-time IT costs of \$3,000).

## Risk Considerations

**Burnout/Turnover/Lower Staff Morale** - Existing staff are working an increased amount of overtime (over and above recurring overtime for month-end, year-end, and budget) to complete routine critical tasks. There is a risk that this will result in staff seeking employment elsewhere as they are becoming overwhelmed with the volume of work. This can also result in low staff morale as it results in a stressful/unfulfilling work environment.



**Succession Planning/Business Continuity** - We also have a business continuity/succession planning risk with our current staffing complement. If we were to lose certain staff members, we would lose years of information and intrinsic value to the County, including well-established/developed relationships with other departments and would like to see those staff members stay on with the County so that we may have a full transfer of knowledge when the time comes to fill any future vacancies. Adding this position would allow Finance to ensure that there is sufficient cross-training and development opportunities for Finance staff.

**Failure to Meet Reporting Deadlines** - The additional Ministry reporting and Housing/NCHC support needs due to significant growth in programming/affordable housing initiatives and construction projects are beyond Finance's current capacity and therefore the County risks losing funding opportunities/failing to report on time/properly. Staff are working overtime to ensure that these opportunities are not being missed, however that is not sustainable in the long-term.

**Failure to Meet County Values Identified in the Strategic Plan** - The County has identified 6 core values in the 2019-2023 Strategic Plan and in order to fully realize the values of Accountability, Care & Support, Innovation & Excellence and Mutual Trust & Respect, the County needs to ensure that staffing levels are at an appropriate level or risk failure to meet stated objectives.

## Impacts to Member Municipalities/Partners

There would be no impact to Member Municipalities, however there would be a significant positive impact to partners (other departments) as Finance would be able to provide a higher level of service/ability to meet the financial support needs of departments in a timely manner.

## Included in 2022 Long Term Plan: NO

No – Finance has relied on a very dedicated staffing complement to keep up with the high pace of growth in other County departments over the past several years to ensure that service levels were not impacted. The Finance department has identified that this current practice is not sustainable and is looking to ensure that current staff (who are deeply valued for their knowledge, well-developed relationships with other departments and their commitment to excellence) are better supported in terms of their overall health and well-being in addition to supporting staff retention and succession planning efforts of the County.

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## 2023 Business Plan & Budget

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### POA Court Services

#### Prior Year Accomplishments

##### Economic Prosperity & Innovation

- Continued enhancement of the Court Administration Management System (CAMS) financial record management module, including accurate and timely information sharing with Service Ontario, and contracted third-party Collection Agencies actively promotes defaulted fine collection through consistent application of available enforcement tools such as denial of vehicle plate renewal and driver's license suspensions. Collection agencies actively pursuing payment of defaulted fines are updated on Provincial Offences Act (POA) case file particulars through daily data interfaces.
- Resumption of scheduled POA Trials (in April 2022), utilizing hybrid Court technology allows for both remote and/or in-person appearances (and any combination thereof) for defendants, witnesses, agents, prosecutors, and all court officials. As of April 2022, Justices of the Peace and POA Court Clerks, returned to the courtroom (in-person) to preside over all court proceedings. This represents a significant return to "normal" court processes, allowing staff to effectively address case file backlogs accumulated during the COVID-19 emergency.
- The implemented Remote Resolution Meeting process is now current in addressing Part I offences, having addressed all backlogged Part I Certificates of Offence issued during COVID-19 emergency (from April 2020 to the current rolling delay of approximately 3 months) for notice and scheduling. Remaining matters not resolved through the early resolution process are now being managed and scheduled for Trial; representing only approximately 2.5% of all Part I charges received since April 2020 (the start of the COVID-19 emergency) – or approximately 350 Trials. Based on current Ministry of the Attorney General (MAG) / Ontario Court of Justice (OCJ) approved Judicial resources and scheduling directives, this backlog should largely be addressed by Spring of 2023.



## **Sustainable Growth**

- POA Court Services continues to build on the previous year's completion of an internal data integrity audit (COVID project) which resulted in almost absolute data consistency between our CAMS and the Integrated Courts Offences Network (ICON) databases. Minor "timing" inconsistencies between the databases are monitored through daily/weekly/monthly interfaces which provide error reports to staff. Error reporting can now be considered a minor maintenance process which allows CAMS to be fully relied upon for automated collection, courts administration, scheduling, and reporting purposes. This functionality was simply not available pre-COVID and has sustainably increased productivity and reliability related to POA processes., ensuring business continuity for the future.
- CAMS Case management enhancements now provide automated notice to defendants (mailed as per statutory requirement) and legal agents, if applicable (by email) of all scheduled Resolution Meeting, Resolved plea, and Trial dates.

## **Thriving & Inclusive Communities**

- The POA Court Services Manager actively participated in collaboration with court stakeholders, through established seats on two committees, being the Lower Courts Management Advisory Committee (LCMAC), and the Human Services Justice and Coordinating Committee (HSJCC).
- The POA Court Services Manager was a member in good standing of the Municipal Court Managers Association (MCMA); participating in regular meetings of the Central-East Region (CER) Court Managers and the annual MCMA conference in September 2022; thereby remaining current on POA Court considerations impacting Municipalities across Ontario.
- The POA Court Services Manager was a member in good standing of the Ontario Municipal Taxation and Revenue Association (OMTRA); participated in the annual OMTRA conference held in September 2022; thereby remaining current on revenue considerations impacting Municipalities across Ontario.

## **Leadership in Change**

- Construction of a new separate, dedicated entrance for access to the POA service desk at the 860 William Street Court facility was completed in January 2022 and opened to the public utilizing funding from a successful grant application with the Investing in Canada Infrastructure Program (ICIP). This new entrance provides direct and secure



accessible access to all County POA services, separate from the screening requirements (prescribed by the MAG) for access into the broader 860 William St. court facility.

- Establishment of a new POA prosecution services hierarchy, with two full-time POA Paralegal-Prosecutors transitioned to supervision under the new corporate/municipal Solicitor, with the retirement of the previous contracted prosecutor/supervising-solicitor in May 2022. Legal Services now operates cooperatively but independently from POA Court Services Administration.
- Implementation (in 2022) of administrative staffing changes related to the download of Bill 177 responsibilities allowing for Court Clerk conviction of Fail to Respond (FTR) matters and approval of Applications for Extension of Time to Pay (Fines) effective November 1<sup>st</sup>, 2021.
- Standard Operating Procedures (SOPs) are being continuously updated and maintained to reflect on-going changes to POA Court Service processes.

## **2023 Service Objectives & Initiatives**

### **Economic Prosperity & Innovation**

- Continued implementation of CAMS system upgrades and functionality for improved efficiencies in administrative, prosecutorial, and fine collection processes.

### **Sustainable Growth**

- Continued interaction with Municipal and Provincial POA partnerships, to monitor the evolution of the Bill 177 POA Part III transfer of responsibilities from the Province to our Municipality (delayed by the COVID-19 emergency).
- Continued cross-training, SOP writing/maintenance and the development of staff skills – providing enhancements for business continuity.

### **Thriving & Inclusive Communities**

- Continued active involvement in LCMAC, MCMA and OMTRA committees ensuring Northumberland County's voice in the evolution of provincial court services.



## **Leadership in Change**

- LEAN training for staff is being scheduled to further enhance the existing culture of efficiency within POA Court Services.
- On-going dialogue with member municipalities in consideration of Automated Monetary Penalty System (AMPS) for Part II parking and bylaw infractions; providing leadership for change necessary to address the challenge of limited Judicial Resources and court availability for eligible offences.
- On-going discussions with law enforcement partners to promote a return to pre-COVID levels of public safety monitoring and enforcement initiatives.
- Continued communication and lobbying for promised provincial, legislative provisions for Court efficiency and modernization, including a mechanism for administrative plea agreements that would significantly reduce the need for court time and Judicial resources for matters not requiring a trial.

## **Long Term Plan & Strategic Objectives**

### **Economic Prosperity & Innovation**

- Continue to use all available enhanced fine enforcement mechanisms to pursue the collection of defaulted POA fines.
- Exploration of shared service agreements with lower tier municipalities to enhance enforcement and prosecution of by-laws

### **Sustainable Growth**

- Continue to expand and enhance the use of CAMS software.
- Provide timely and accurate information to defendants, representatives, and judicial staff.
- Continue to implement controls, processes and manage risks associated with POA Court Administration as outlined in the POA Self-Assessment Tool provided to the municipalities by MAG.

### **Thriving & Inclusive Communities**

- Continue to share best practices and work collaboratively with other Ontario Court offices to ensure the public have access to a consistent level of customer service and information.
- Work closely with internal partners to ensure we are meeting the responsibilities for operational services as set out in the Memorandum of Understanding between the Province and the County.





### **Leadership in Change**

- Ongoing participation in corporate training and mentoring programs.
- Continue staff training, development, and cross-training.